

Local Capacity Development Incorporated within the Programming and Project Implementation Cycle (Version 1.0)

Phases of Programming and Project Implementation		Local Capacity Development Incorporation	LCD Tools	Mission Management	Program Officer	CO/AO	Controller	Technical Officers
Strategic Planning - <i>Country Development Cooperation Strategy (CDCS)</i>	1. Consultations & Analysis	Assess local capacity during initial consultations and analysis including through <b>LCD Mapping Tool</b> . Explore: <ul style="list-style-type: none"><li>Prospective role of local organizations in implementation</li><li>How programs can develop capacity of local organizations; and</li><li>How partnerships with local organization can advance Development Objectives.</li></ul>	LCD Mapping					
	2. Results Framework Development	Develop Results Framework (RF), considering a development hypothesis that incorporates both considerations, and expand into a full strategy.						
	3. Full Strategy	Conduct Stakeholder consultations focused on LCD by convening focus groups with local civil society and private sector representatives.						
		Consider human resource implications of LCD incorporation throughout the strategy and clarify internal expectations related to personnel, e.g. for technical officers related to site visits, controller for financial reviews, CO/AO workloads, etc.						
		Consider approach to evaluation of local capacity development across the entire mission portfolio, including impact analysis.						
Project Design	1. Concept Paper	Reference <b>LCD Comparative Approaches Tool</b> for universe of options, including direct partnerships, capacity building, or phased partnerships (sub graduating into prime) with local entities.	LCD Comparative Approaches					
	2. Analysis	Revisit <b>LCD Mapping</b> to consider implications for project design.	Sample Program Descriptions					
	3. Project Appraisal Document	Conduct Institutional Analysis, drawing on <b>LCD mapping</b> , to assess qualities (including capacity and organizational culture) of local institutions most critical to the success of the project, and consider how these should be incorporated in the design.	LCD Mapping					
		Explore <b>Sample Program Descriptions</b> for project designs options relevant to the context.	LCD Indicators					
		Address local capacity development as a discrete project activity and incorporate as a project output in the Logical framework (log-frame).						
		Incorporate indicators of local capacity improvement within project design to facilitate ultimate evaluation of local capacity outcomes within the project, including impact analysis.						
		Use “Industry Days” to promote exchanges/partnership among local organizations and generate ideas relevant to design.						
		Develop Acquisition and Assistance (A&A) Strategy (Procurement Plan) targeting local organizations as appropriate.						

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Procurement	1. Solicitation	Integrate LCD considerations into statements of work/program descriptions, and evaluation/selection criteria making use of <b>RFP/RFA Templates</b> , and incorporating project indicators from the <b>LCD Indicators</b> List.	RFP/RFA Templates				
	2. Evaluation of Offerers	As appropriate, solicit input from local entities on draft RFPs/RFAs, e.g. through internet publication, or through pre-solicitation conferences.	LCD Indicators				
	3. Selection & Award	<p>Publish solicitations in local languages where possible.</p> <p>Hold one or more bidders conferences following release of the solicitation in order to address questions from interested local organizations.</p> <p>For organizations provisionally selected for an award, conduct <b>Local Organization Pre-award Survey</b> to assess capability of those local organizations to manage funds; then determine appropriate payment mechanism, and consider specific capacity development needs.</p> <p>Post-award, procurement officer communicate to unsuccessful applicants/offerers the strengths and weakness of their proposals; if appropriate, combine with ongoing outreach to interested civil society and private sector actors.</p>	Local Organization Pre-Award Survey				
Project Implementation, Monitoring and Evaluation	1. Start up	Incorporate LCD into the award and annual workplans, including <b>LCD Indicators</b> and Benchmarks.	Organizational Capacity Assessment				
	2. Implementation	Assess base-line capacity and monitor capacity development through the use of the <b>Organizational Capacity Assessment Tool</b> .					
	3. M&E	<p>Hold post-award conference to clarify agreement provisions, financial reporting and accountability requirements, and roles and responsibilities, preferably in local language of recipient office or other national language.</p> <p>Support development of capacity of partner local entities on an ongoing basis through technical assistance and mentoring.</p> <p>Conduct regular site visits and require regular reporting on progress/challenges related to capacity development; adapt project accordingly, and evaluate final project to capture lessons-learned.</p> <p>Conduct impact evaluations of capacity development within the project, with particular focus on incorporating perspectives of local organizations and participants.</p>	LCD Indicators				